

**SECOND
EDITION**

**COACHING,
MENTORING AND
ORGANIZATIONAL
CONSULTANCY**
SUPERVISION, SKILLS
& DEVELOPMENT

**Peter Hawkins
and Nick Smith**

Coaching Mentoring And Organizational Consultancy 2e

**Tatiana Bachkirova, Peter
Jackson, David Clutterbuck**



Coaching Mentoring And Organizational Consultancy 2e:

Coaching, Mentoring and Organizational Consultancy: Supervision, Skills and Development Peter Hawkins, Nick Smith, 2013-06-16 What are the key skills needed to be a successful coach mentor or supervisor How can personal development be effectively facilitated The fields of coaching mentoring and consultancy are going through a phase of professionalization with the establishment of formal standards European bodies and standard requirements for supervision Substantially revised this accessible book provides a response to these growing demands examining Differences and similarities between coaching mentoring and organizational consultancy Personal and professional development that leads to sustainable change Qualities capabilities skills and values necessary for effective coaching mentoring and supervision Guidelines for practice The second edition includes new material on Transformational coaching Developments in the field of neuroscience and the implications for coaching Systemic team coaching developments in leadership and creating a coaching culture Supervision on supervision and group supervision Oshry s approach to understanding systemic patterns in organizational relationships Expanded seven eyed model Peter and Nick s original edition was a fresh and insightful addition to the literature The new edition brings the work bang up to date and remains a must read for the practitioners and students of coaching and consulting Professor Jonathan Passmore University of Evora Portugal This wonderfully lucid and comprehensive guide shows how fearless compassion is still at the basis of getting the consulting that matters and the mentoring that can transform a business Dr Erik de Haan Professor of Organisation Development at the VU University Amsterdam and Director of the Centre for Coaching Ashridge Business School In this latest edition of their overview of coaching mentoring and supervision the authors reflect the substantial changes that have occurred in terms of applications professionalization and our knowledge of the fundamental mechanisms behind these powerful approaches to learning and change This will not be the last edition I am sure Professor David Clutterbuck European Mentoring Coaching Council This is not a once read book but a reference text to be returned to time and time again Professor Michael Carroll PhD Visiting Industrial Professor University of Bristol UK An informative and passionate guide to coaching mentoring and organisational consultancy essential for beginners and valuable for experienced practitioners A must read for coaching supervisors Dr Tatiana Bachkirova Reader in Coaching Psychology Oxford Brookes University UK I especially like the strong emphasis on practical ideas techniques and skills for getting the most out individuals and teams Balbir Kandola BK Consultancy in Learning Development The book is a treasure chest for those who want to dig into research and concepts across leadership development mentoring coaching consultancy and supervision This is a very solid book well structured and an excellent inspirational text Paul Olson

Coaching and Mentoring Supervision: Theory and Practice, 2e Tatiana Bachkirova, Peter Jackson, David Clutterbuck, 2021-06-28 The new edition of this indispensable book provides insights into the role of supervision and a fresh perspective on the fundamentals of the discipline Coaching supervision is now widely

recognised as essential to effective coaching and professional development of coaches This book uncovers current research and explains the established ideas for practice It also Contains a comprehensive overview of coaching supervision from both theoretical underpinnings to practical guidance on different perspectives and approaches Allows both students of coaching and experienced coaches to compare approaches and develop their own unique ways of being supervised Supports supervisors in planning their own developmental journey towards a more integrated evidence based practice Includes leading thinkers from across the field and many emerging authorities Coaching and Mentoring Supervision is the definitive text for coaching supervisors supervisees and those working toward qualifications in coaching supervision It will also be of value both to HR professionals and those participating in mentoring programmes This book is a central contribution to the further professional development of coaching and mentoring where supervision should play a central role that cannot be underestimated Reinhard Stelter accred coaching psychologist and Professor of Coaching Psychology at the University of Copenhagen Denmark The overarching strength of this book is the abundance of stimulation justifying this as an essential read on the topic of coaching and mentoring supervision Dr Lise Lewis Founder of Bluesky International provider of EMCC Accredited Coach and Author of Relational Feedback An outstanding book updated to 2021 with contributions from the biggest names in the field and skillfully edited by three of the finest thought leaders in evidenced based practice in coaching supervision This book is an essential read for those interested in coaching supervision whether as a student or as a practitioner Professor Jonathan Passmore Director Henley Centre for Coaching Henley Business School UK This is a well researched and multidisciplinary grounded book by leading authors in the field who offer theoretical and practical knowledge for coaching practitioners to rethink reset and continue their professional development through supervision Charline S Russo EdD Senior Lecturer Organizational Dynamics Program University of Pennsylvania Tatiana Bachkirova is Professor of Coaching Psychology and Co Director of the International Centre for Coaching and Mentoring Studies at Oxford Brookes University UK She is a recognised author international speaker and an active researcher Peter Jackson is Senior Lecturer and Co Director of the International Centre for Coaching and Mentoring Studies at Oxford Brookes University UK His research interests are in embodiment and learning in coaching practice reflective learning and professional development He continues to practice as a coach and supervisor David Clutterbuck is one of the original pioneers of coaching and mentoring Author of more than 70 books he is co founder of the European Mentoring and Coaching Council and visiting professor at four universities and a distinguished fellow of The Conference Board Coaching, Mentoring and Organizational Consultancy Peter Hawkins,Nick Smith,2007-02-01 All You Need to Become an Successful Coaching Supervisor This book provides you with the theory and practice on how to succeed in the rapidly growing fields of coaching mentoring and consultancy by thoroughly explaining the fundamental principles formal standards and skills necessary to become an effective supervisor Leadership in Veterinary Medicine Clive Elwood,2021-12-07 LEADERSHIP IN VETERINARY

MEDICINE Leadership in Veterinary Medicine provides both theoretical and practical information for veterinary professionals who are contemplating leadership or currently facing day to day leadership challenges This much needed book introduces and explores key leadership concepts in the veterinary context whilst encouraging self reflection through real world scenarios Each chapter outlines a particular leadership concept or issue and includes a topic summary discussion questions full references and further reading suggestions This thought provoking text Explores the principal areas of leadership for both veterinary professionals and for those leading veterinary professionals Discusses various leadership styles competencies behaviours and perspectives Addresses topics such as leadership assessment organisational dynamics interpersonal communication remote and virtual leadership and collaboration skills Assists readers in developing strategy leading change creating effective teams and improving staff engagement Includes practical cases and examples highlighting challenges in veterinary leadership Leadership in Veterinary Medicine is a must read for all veterinary professionals in leadership posts for those aspiring to be leaders and for instructors in veterinary schools and veterinary nursing training organisations

Coaching and Mentoring for Business Grace McCarthy,2014-03-14 Coaching and Mentoring for Business seeks to go beyond the vast body of skills based literature that dominates the study of coaching and mentoring and focus on the contribution that coaching can make to the implementation of human resource strategy and organizational strategy Grace McCarthy includes an introduction to coaching and mentoring theory then goes on to look at coaching and mentoring skills and how they may be applied in relation to individual change coaching and mentoring for leaders and by leaders coaching and mentoring for strategy innovation and organisational change as well as coaching and mentoring in cross cultural and virtual contexts Coaching and Mentoring for Business also explores ethical issues in coaching and mentoring before concluding with the evaluation of success in coaching and mentoring and a discussion of emerging issues Key Features Vignettes to help readers consolidate their learning by illustrating real life situations Web links to useful academic and professional resources A companion website with PowerPoint slides a lecturer s guide and self assessment quizzes available

Coaching and Mentoring Eric Parsloe,Melville Leedham,2022-03-03 How can coaching and mentoring approaches be applied in individual team and organizational contexts to increase performance Coaching and Mentoring offers a complete resource for developing and implementing the latest theories and models in your organization Featuring tips tools and checklists throughout this book covers all the key aspects of the process from delivering feedback that builds confidence and success and observant listening to evaluating the effectiveness of initiatives and coaching supervision Guidance is also provided on how to support people in their learning getting buy in from stakeholders and creating a coaching culture Drawing upon insights from a number of experienced coaching and mentoring professionals it also features case studies from the NHS and the CIPD s Steps Ahead mentoring programme to show how these approaches have been applied in practice This fully revised fourth edition of Coaching and Mentoring contains a new chapter on group

and team coaching and further material on systemic coaching and how to use coaching for diversity and inclusion Featuring updates to case studies and wider research coaches and mentors of all levels of experience and those studying coaching and mentoring will benefit from this definitive text Creating A Coaching Culture Hawkins, Peter, 2012-04-01 Creating a Coaching Culture provides a rich source of knowledge guidance and experience for anybody involved in the important business of helping drive coaching in organisations It builds on the Hawkins and Smith seven step model that we have used to guide our thinking and actions at Ernst Young After reading the book I take away a host of ideas and best practice that I will use in the business Ian Paterson Ernst Young LLP and MD EMCC UK Peter Hawkins draws on 30 years of international organizational change consultancy in Creating a Coaching Culture He offers seven steps numerous case studies and his real world experience Reading this book it is easy to pinpoint how far along one s organization has moved towards developing a sustainable coaching culture and what the next steps are Like Peter s other books Creating a Coaching Culture sits on my desk not my bookshelf because of its usefulness depth of thought and Peter s expertise Catherine Carr doctoral candidate in Leadership Development and Executive Coaching Carr Associates leadership coaching The book clearly outlines why the creation of a coaching culture is critical to the success of any organisation More importantly it describes the practical steps required to achieve this success and how you can measure progress and benefits along the journey Richard King Serial NED and Coach former Deputy Managing Partner for Ernst and Young In recent years the concepts of leadership culture and coaching culture have become increasingly intertwined to the extent that achieving a coaching culture is a common aspiration for organizations of all sizes Peter Hawkins brings the topic up to date using multiple case studies and an analytical approach that clarifies the challenges and how to address them David Clutterbuck Visiting Professor Oxford Brookes Sheffield Hallam Universities UK In this book Peter Hawkins brings together his extensive experience as a business leader coach consultant and leadership developer to provide a comprehensive handbook on how to help people teams and organisational stakeholders learn through the practice of coaching It will be of benefit not only to those engaged in the people development professions but also managers and leaders who are looking to enhance the value and potential contribution of their people Hilary Lines PhD Executive and Team Coach UK This is an eloquently written text that is recommended reading for coaches and mentors working in large organizations for human resource managers and corporate management teams EMCC s International Journal How do we create a coaching culture What will be the benefits for all parties How can we link it to the performance of our business How do we calculate the return on investment How do we make it sustainable Organizations are investing large sums of money in employing external and internal coaching and are increasingly under pressure to show a demonstrable return on this investment In this much needed book Hawkins gives a well researched and practical answer to the whole question of how you create a coaching culture and provides a step by step guide to implementing this change The book includes advice for both coaches and HR professionals on Establishing the right

integrated mix of coaching by line managers internal specialized coaches and external coaches Combining individual and team coaching and connect both to the organizational change agenda Harvesting the organizational learning from the thousands of coaching conversations A coaching style becoming a way of relating internally and externally to all the organization s stakeholders Case studies show how a wide range of international organizations have developed successful coaching strategies to increase the effectiveness of their businesses This book will provide you with valuable insights whether you are a coach an organization consultant an HR professional or a Chief Executive

Coaching and Mentoring
Bob Garvey,Paul Stokes,David Megginson,2008-11-18 Coaching and mentoring are fast becoming essential aspects of modern managerial practice With this growth comes an increasing number of students embarking on mentoring and coaching courses The authors well respected and trusted scholars in the field provide an authoritative text with a comprehensive overview and critical grounding in the key concepts models and research studies in coaching and mentoring and answer important questions such as What does coaching and mentoring involve What is its value and How can the added value of mentoring and coaching be demonstrated Examples are drawn from a variety of sectors including private businesses public and voluntary organizations and schools Contemporary debates are explained and chapters include features such as case studies research questions and helpful tips to support the reader To gain a wider perspective there is a chapter which provides critical comment on the state of the art in the US while the final chapter offers the first attempt at developing a unified theory of coaching and mentoring by drawing on their respective antecedents

Coaching and Mentoring At Work
Mary Connor,2007 There are excellent chapters on how to train and develop coaching and mentoring skills and on practical ethics This is a superb book and an excellent resource for existing mentors and coaches It will also be a valuable introduction for potential clients and is likely to encourage them to become coaches and mentors in their own right The British Journal of Psychiatry This engaging comprehensive and practical book explains how to get the most out of coaching and mentoring The authors identify the key principles of effective practice and make the text come alive through frequent use of interactive case material It is a sound resource for those already engaged in or thinking about coaching and mentoring

Dr Gerard Egan Professor Emeritus Loyola University Chicago USA In the burgeoning field of coaching Mary Connor and Julia Pokora have provided a very readable and accessible book that anyone who is thinking of becoming a coach or mentor should read It provides very clear frameworks tools and questions that can help a person decide whether this is the right direction for them and how to go about developing the competences capabilities and capacities necessary

Dr Peter Hawkins Chairman of Bath Consultancy Group UK and leading author and expert on coaching supervision In all this is a thought provoking well tested book of value to practitioners and trainers alike For those who have not read deeply about Egan s model it offers the best summary I know of the richness of this framework and the use of it in a 1 1 learning relationship

International Journal of Mentoring and Coaching This is a very comprehensive book covering the differences and similarities

between mentoring and coaching It also conveys how themes such as communication reflection supervision and managing change are inter related and how mentoring and coaching is reliant upon them This book will be useful to both experienced mentors and those who are new to the concept Through its use of client experiences it enables the reader to gain a better understanding of how these skills can be used in practice Lynda Luke Sexual Health Nurse Glasgow UK Coaching and mentoring are now mainstream activities in organizations This unique book focuses on the common ground between coaching and mentoring offering nine key principles for effective practice It answers questions asked not only by coaches and mentors but also by clients including How can I be an effective coach or mentor How can I be an effective client What are some useful tools and techniques How can I train and develop as a coach or mentor What are the ethical issues in coaching and mentoring How is a coaching or mentoring culture developed at work Coaching and Mentoring at Work is essential reading for coaches mentors clients managers leaders healthcare professionals clinicians HR specialists trainers consultants and students The book will help you to Improve your skills Use a tried and tested framework Enhance working relationships Learn from practical exercises Develop as a coach mentor or client Lead and manage effectively

Coaching and Mentoring at Work Mary Connor, Julia Pokora, 2007-03-01 There are excellent chapters on how to train and develop coaching and mentoring skills and on practical ethics This is a superb book and an excellent resource for existing mentors and coaches It will also be a valuable introduction for potential clients and is likely to encourage them to become coaches and mentors in their own right The British Journal of Psychiatry This engaging comprehensive and practical book explains how to get the most out of coaching and mentoring The authors identify the key principles of effective practice and make the text come alive through frequent use of interactive case material It is a sound resource for those already engaged in or thinking about coaching and mentoring Dr Gerard Egan Professor Emeritus Loyola University Chicago USA In the burgeoning field of coaching Mary Connor and Julia Pokora have provided a very readable and accessible book that anyone who is thinking of becoming a coach or mentor should read It provides very clear frameworks tools and questions that can help a person decide whether this is the right direction for them and how to go about developing the competences capabilities and capacities necessary Dr Peter Hawkins Chairman of Bath Consultancy Group UK and leading author and expert on coaching supervision In all this is a thought provoking well tested book of value to practitioners and trainers alike For those who have not read deeply about Egan's model it offers the best summary I know of the richness of this framework and the use of it in a 1:1 learning relationship International Journal of Mentoring and Coaching This is a very comprehensive book covering the differences and similarities between mentoring and coaching It also conveys how themes such as communication reflection supervision and managing change are inter related and how mentoring and coaching is reliant upon them This book will be useful to both experienced mentors and those who are new to the concept Through its use of client experiences it enables the reader to gain a better understanding of how these skills can be used in practice Lynda Luke

Sexual Health Nurse Glasgow UK Coaching and mentoring are now mainstream activities in organizations This unique book focuses on the common ground between coaching and mentoring offering nine key principles for effective practice It answers questions asked not only by coaches and mentors but also by clients including How can I be an effective coach or mentor How can I be an effective client What are some useful tools and techniques How can I train and develop as a coach or mentor What are the ethical issues in coaching and mentoring How is a coaching or mentoring culture developed at work Coaching and Mentoring at Work is essential reading for coaches mentors clients managers leaders healthcare professionals clinicians HR specialists trainers consultants and students The book will help you to Improve your skills Use a tried and tested framework Enhance working relationships Learn from practical exercises Develop as a coach mentor or client Lead and manage effectively

A Critical Introduction to Coaching and Mentoring David E Gray,Bob Garvey,David A Lane,2016-03-17 This is the definitive introduction to coaching and mentoring written by an experienced and multidisciplinary team Taking you all the way through from the emerging theory to informed practice the book covers Skills purposes and outcomes of coaching and mentoring processes The many settings in which they take place public private and voluntary Coaching and mentoring s evidence base and how it is assessed The professionalization of coaching and mentoring and a move towards integration Supported by a wide range of case studies activities further questions and topics for discussion this book is a comprehensive but accessible introduction The authors take a critical approach and go beyond the basics to support your development as a critically reflective practitioner It is essential reading for those studying coaching and mentoring and professionals looking to integrate coaching and mentoring into their organizations Ready, Set, Coach! Kristin A. Sherry,Judith C. Spear,2022-09-22 82% of coaching businesses fail within two years Ready Set Coach is your guide based on 40 years of experience to build a thriving coaching or consulting business Ready helps you discover who you are as a coach and if you are suited for consulting coaching or a hybrid model Personalized activities help you build your own Coach Canvas with guidance to practically apply the insights Set teaches you essentials of messaging and marketing client contracts and proposals creating and pricing services assessments niches attracting clients passive income and hiring the right assistant Coach guides you through discovery calls and time management best practices and tools for coaching handling free service requests managing difficult clients and more Ready Set Coach is the Coach s Bible to refer to again and again

Coaching Mentoring And Managing , Coaching, Mentoring, and Assessing Eric Parsloe,1992
Coaching and Mentoring Nigel MacLennan,2017-07-05 The coaching mentoring approach is probably the most effective way of helping others to achieve optimum performance in the workplace Dr MacLennan s book covers the entire subject from basic skills to designing and implementing a tailor made coaching and mentoring system He starts by explaining the nature of achievement and the factors that determine it and then introduces a seven stage model that will enable managers and supervisors to encourage their people to develop their skills He examines the problems commonly

encountered and shows how to overcome them or in some cases turn them to positive account The book is interactive throughout using cartoons humour self assessment questions case studies and illustrations to reinforce the text A particularly valuable feature is a set of checklists that together summarize the key elements involved Coaching and Mentoring is quite simply a comprehensive manual of the best methods known today of helping people to succeed

Coaching, Mentoring, and Managing Micki Holliday,2001-01-01 In this time of downsizing layoffs buyouts and mergers managers are faced with the unique challenges of boosting employee morale mentoring and team building and being more than just a boss and more like a coach to employees

Coaching and Mentoring Simon Western,2012-07-18 Electronic Inspection Copy available for instructors here Coaching and Mentoring A Critical Text is a unique contribution to the field It traces coaching influences back to pre modern times showing connections with soul healers of the past taking a journey through modernity to post modernity making links that helps us better understand coaching today Positioning coaching as working between the wounded self of therapeutic culture and celebrated self of the human potential movement it reveals four discourses that underpin contemporary coaching practice The Soul Guide Coach coaching the inner self focusing on values authenticity and identity The Psy Coach coaching the outer self using psychological techniques to focus on personal performance and how we relate to others The Managerial Coach coaching the role self focusing on work task output and productivity The Network Coach coaching the networked self focusing on the wider networks in which we live and work This vital new book brings a fresh and critical perspective on coaching and mentoring challenging its taken for granted assumptions and narratives It is written by a practitioner scholar and develops an exciting vision for coaching today Key features Accounts for the diverse influences on contemporary coaching practice Reveals how coaching is the new post modern confessional Develops a meta theory of coaching that acts as a baseline for future developments Offers frames of thinking to guide coaching and mentoring practitioners and educators

Creating Mentoring and Coaching Programs Linda Kyle Stromei,2023-05-26 Are Mentoring and Coaching Programs Effectively Employed in Your Organization Coaching and mentoring have become essential organizational tools for developing people HR managers T D specialists and performance technologists will find useful tools in the 12 case studies in this volume These studies portray different mentoring and coaching programs in a variety of organizations and many educational applications that can be used as models and guides

Coaching and Mentoring in Higher Education Eileen Carnell,2006 This handbook sets out a clear organisational rationale of coaching and mentoring and provides structured activities for self reflection or groups It will be particularly suitable for Higher Education institutions which are considering the development of mentoring as part of their effective professional relationships and working practices This handbook extends our thinking by examining how the practices of coaching and mentoring have explicit links with models of learning A case study of the learning centred model that has been successfully piloted at the Institute of Education illustrates these links in practice In addition the handbook covers the benefits and purposes of

mentoring coaching who can be a coach mentor the activities involved and the skills required dialogue in coaching mentoring personal qualities necessary in effective relationships ethical guidelines The accompanying CD contains printable masters of the activities Publisher description **Group Coaching and Mentoring** Linda Algozzini,Valencia Gabay,Shannon Voyles,Kimberly Bessolo,Grady Batchelor,2017-04-10

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